

EVALUATION COORDINATION ROUNDTABLE: THE THREE D'S

A Foreign Service Officer's Perspective

Overview

- State/WHA's role in Performance Management
- Real world experience - CBSI
- Round table discussion

WHA Develops Its Role and Capacity

- Western Hemisphere
 - ▣ several whole-of-government “citizen safety” initiatives
- New FSO position
 - ▣ Performance Management Officer
- Duties include
 - ▣ bureau-wide performance indicators
 - ▣ liaison with USAID, INL, and other stakeholders

FSO Perspective

Performance Management is a cultural shift for the Foreign Service

- Tight Budgetary Environment
- Need to get the best value for the taxpayers' money
- Information for decision making
- New requirements

CBSI: A Great Opportunity...

...to incorporate and coordinate
Performance Management

- ▣ New foreign assistance initiative
- ▣ Small enough to be manageable
- ▣ Interagency by design
- ▣ Codified in international treaty

The CBSI Experience to Date

- **Step 1 – Goals... “PILLARS” already decided:** broad goals negotiated at the inter-governmental level
- **Step 2 – Results Framework:** Keyed to the pillars, we created a results framework with indicators and targets
- **Step 3 – Clearances:** lengthy input process from *many* stakeholders with differing views on outcomes
- **Next steps...** establish baselines, begin collecting data, solidify evaluation plans and budget for them

The FSO Experience

- Foreign Service Generalists not trained in this discipline
- Evaluation sciences – not a career path for an FSO
- Rotational nature of job makes continuity challenging

I had to learn and embrace...



- THE ENTIRE SUBJECT MATTER DISCIPLINE
- THE INTERAGENCY PROCESS FROM
WASHINGTON – DIFFERENT FROM EMBASSY

Lessons Learned



- Education - skills and interest are different and must be taken into account
- Information flow
- Program planning from the start
- Experience and institutional capacity uneven across the interagency
- Face-to-face negotiation means success

What will it take to move this forward?

Institutional Realities and Practicalities

- Persistence
- Continual education for self/others new to topic
- Advocacy for resources to fund evaluations
- Clarification of roles and responsibilities, as well as budget considerations
- Time
- Practicalities: low staffing levels, workloads, alignment with other reports

Round Table Discussion

- I would like to give more consideration to the process, goals, and required professional skills for interagency program evaluation.
- I would like to open up our round table discussion now to share best practices, discuss methodologies, and outline the pitfalls of evaluations that cut across U.S. federal agencies, especially those funded with foreign assistance.

Discussion Questions

- How do we best coordinate planning of an interagency evaluation? How do we best integrate that into the program planning stage?
- How do we measure how well the interagency has coordinated in program planning and execution?
- What are the best ways to ensure stakeholders are keyed to the importance of doing, and planning for, an evaluation, especially when the knowledge base may be lacking?
- How do we sustain performance management activities and ensure we get data to make a results framework stand up?

Contact Information

- Melisa Doherty
- dohertym@state.gov
- 202-663-3280